

# Welcome



**Miles Burdine**

**President & CEO**

Kingsport Area Chamber of Commerce

**Education is our  
Economic Development  
Engine**

The background of the slide is a dark gray. On the left side, there is a faint, stylized compass rose with a needle pointing towards the bottom-left. The compass has markings for North (N), South (S), East (E), and West (W), along with intermediate directions. On the right side, there is a faint line graph with a jagged, upward-trending line, symbolizing economic growth or progress.

# **Jeff Fleming**

Assistant City Manager for Development  
City of Kingsport

**Last one out turn out the lights. Why  
in the world would you give away  
two years of college for free?**

**Kingsport's industrial heritage and the case for change**

# East Tennessee is the Geographic Center of the Eastern United States

**Kingsport,  
Tennessee**

489 miles

270 miles

281 miles

291 miles

399 miles

269 miles

392 miles

Hampton Roads / Virginia Beach = 453  
Outer Banks, NC = 482  
Chesapeake Bay (Baltimore, MD) = 432  
Lake Erie (Cleveland, OH) = 471  
Amish Country / Lancaster, PA = 488





## Kingsport is the largest city in Tennessee's 5<sup>th</sup> Largest Metro

Nashville-Murfreesboro-Franklin, TN

Memphis, TN-MS-AR

Knoxville, TN

Chattanooga, TN-GA

**Kingsport-Bristol, TN-VA**

Clarksville, TN-KY

Johnson City, TN

Morristown, TN

Cleveland, TN

Jackson, TN

Cookeville, TN

Tullahoma, TN

Sevierville-Pigeon Forge-Gatlinburg, TN



1,589,934

1,316,100

698,030

528,143

**309,544**

273,949

198,716

136,608

115,788

115,425

106,042

100,210

89,889

***Dallas-Ft Worth-Arlington, TX*** **6,371,773**

*State of Tennessee* 6,346,105

*Knoxville, TN* 698,030

*Greenville, SC* 636,986

*Chattanooga, TN-GA* 528,143

*Asheville, NC* 424,858

***Kingsport-Bristol, TN-VA*** **309,544**

*Roanoke, VA* 308,707

*Charleston, WV* 304,284

*Huntington, WV* 287,702

*Spartanburg, SC* 284,307

*Charlottesville, VA* 201,559

*Johnson City, TN* 198,716

*Anderson (Clemson) , SC* 187,126

*Blacksburg (Virginia Tech)* 162,958

**Kingsport is...**  
**the largest city in the**  
**5<sup>th</sup> Largest Metro in**  
**America's Mountain South**



**Census Bureau, Metropolitan Statistical Area: 2010 Census**

# **Kingsport's settlement pre-dates the State of Tennessee by 35 years**

1761 - British Fort Robinson (later taken by U.S. and renamed Fort Patrick Henry)

1779 - Sullivan County, NC (later TN) formally established

1784-1789 The Lost State of Franklin

1796 - Tennessee statehood from North Carolina

1822 - "Old" Kingsport incorporated

1861-1865 - American Civil War

1917 - "New" Kingsport incorporated (nearly 100 years after "Old" Kingsport)

1967 - "Old" Kingsport annexed into "New" Kingsport



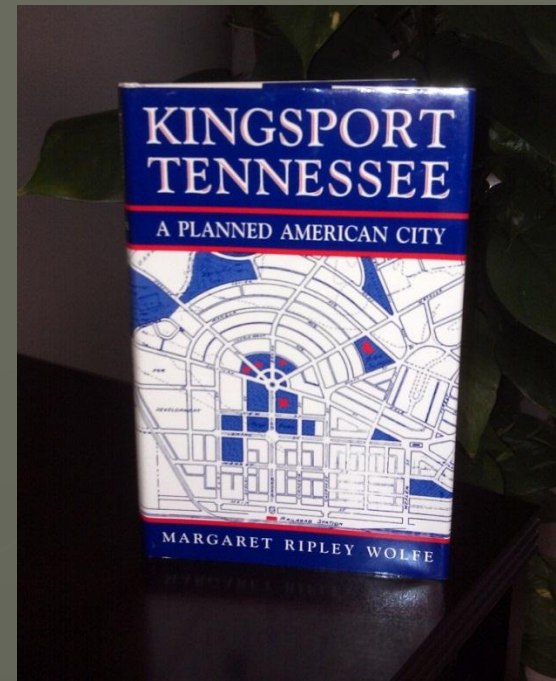
## Kingsport, Tennessee: A Planned American City (1987)

*"Plan to 'boom a town at Kingsport' "*

Johnson City Comet  
August 17, 1905

*"This would mean that Kingsport is to arise from a small country town, located at the intersection of the North and South forks of the Holston River, to become one of the most important manufacturing and business towns in the state of Tennessee"*

Johnson City Comet  
August 24, 1905



Archives of the City of Kingsport

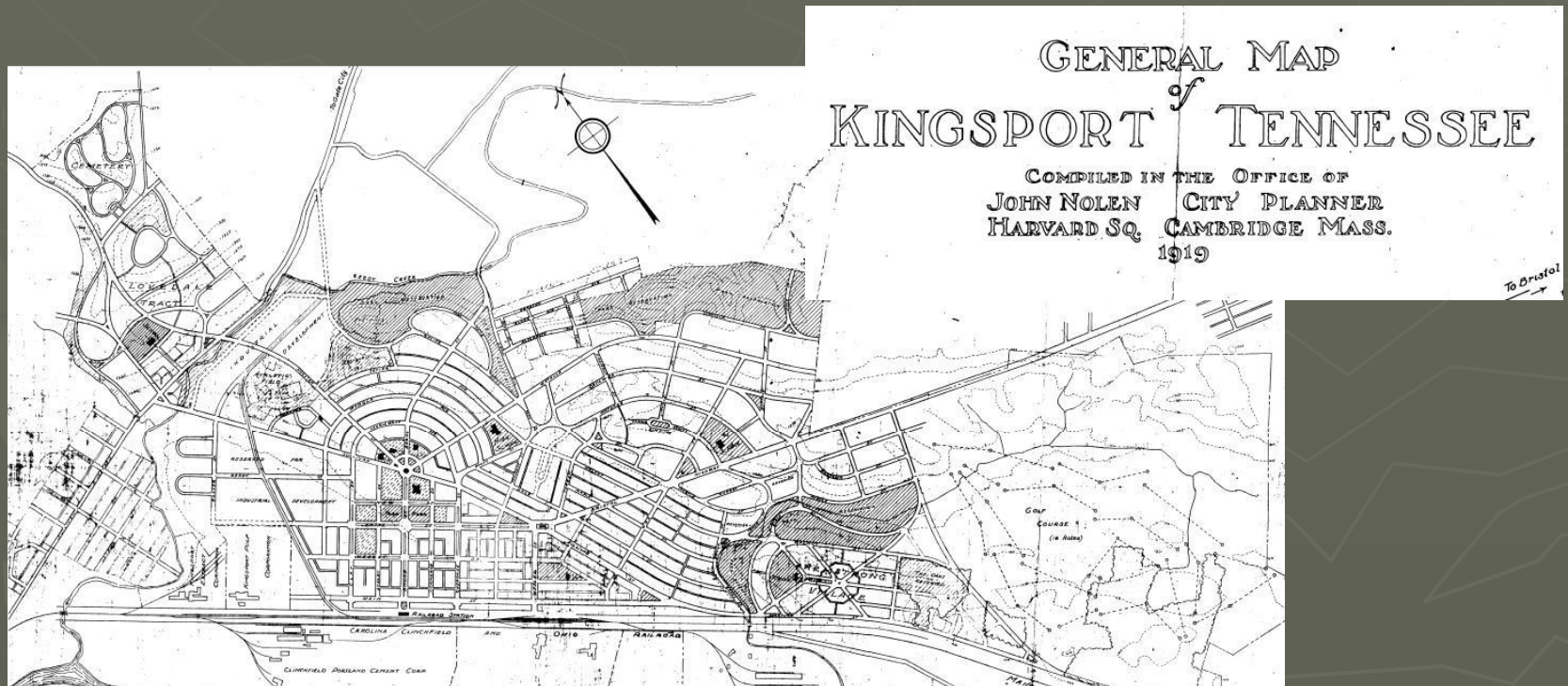
1954

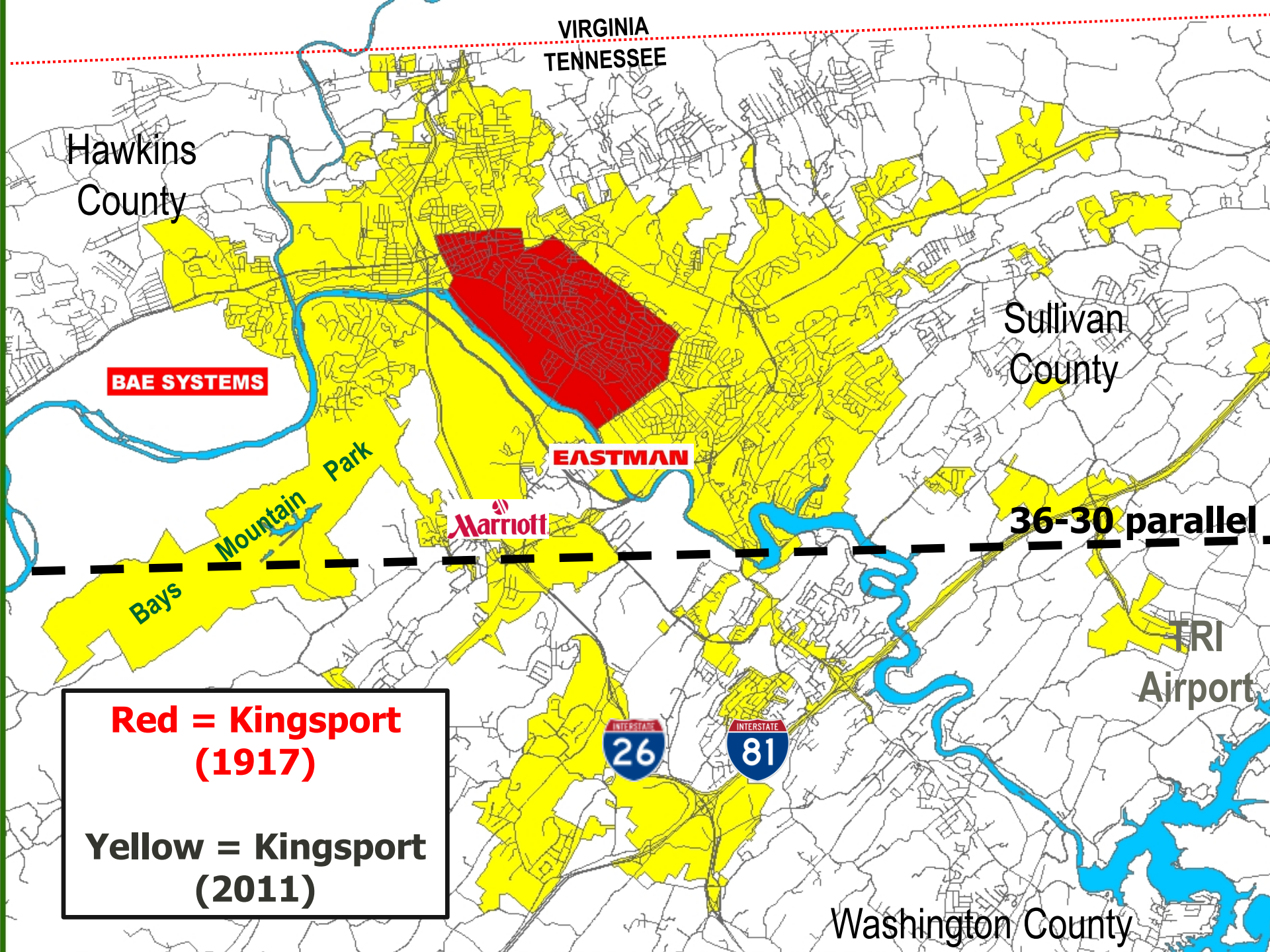


# ***"The Kingsport Spirit"***

*"Frequently we are asked what motivating spirit has been apparent in the building of this city of industries, schools, churches and homes. Were I to undertake to define the spirit underlying every step in the growth of Kingsport, from the days of its humblest beginning until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interest beneath the individual effort to assure the greater good for the greatest number."*

*~ J. Fred Johnson, 1937*





VIRGINIA  
TENNESSEE

Hawkins  
County

Sullivan  
County

BAE SYSTEMS

EASTMAN

Marriott

36-30 parallel

TRI  
Airport

Red = Kingsport  
(1917)

Yellow = Kingsport  
(2011)

Washington County



# The 1999 Economic Summit

## *Economy in Transition*

- ▶ “Last one out, turn out the lights”
- ▶ Major manufacturing closures/lay-offs
- ▶ Eastman spin-off from Kodak
- ▶ Major changes in elected officials and appointed leadership
- ▶ “Rustbelt”
- ▶ Call to action – A new day, a new plan

### EDUCATION & HEALTHCARE JOBS

Area: Kingsport-Bristol-Bristol, TN-VA  
Supersector: Education and Health Services  
Industry: Education and Health Services  
Data Type: All Employees, In Thousands



### MANUFACTURING JOBS

Area: Kingsport-Bristol-Bristol, TN-VA  
Supersector: Manufacturing  
Industry: Manufacturing  
Data Type: All Employees, In Thousands



# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
  - Recruit people (educated with income)
    - Retail amenities
    - Accessibility (airport)
    - Quality of life amenities
    - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001



# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- **Higher Education** (Educate & Grow)
  - Recruit people (educated with income)
    - Retail amenities
    - Accessibility (airport)
    - Quality of life amenities
    - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001



2 years free tuition to H.S. graduates

Childcare, Public Transit

\$17 million local capital funding

2,100 students

2002 – Applied Technology

2008 – Health Professions

2009 – Higher Education

2009 – Advanced Manufacturing

2011 – Automotive Tech

Kingsport Times-News

## Harvard recognizes city's efforts to spur education

Most residents already consider Kingsport a special place. All the same, it's gratifying that the city has been identified by Harvard University as creating some of the most innovative education initiatives in the nation.

This week in Washington, D.C., the Ash Institute for Democratic Governance and Innovation at the John F. Kennedy School of Government at Harvard University honored Kingsport as one of only six winners of the 2011 Innovations in American Government Awards.

The prestigious award is a recognition from one of the top universities in the nation of Kingsport's years of work in promoting and advancing higher education — from the Educate and Grow program, to the newly opened Kingsport Center for Higher Education, to the idea of creating an Academic Village in downtown Kingsport.

As Mayor Dennis Phillips noted, the incredible accomplishment will "draw attention to not only Kingsport, but

## TENNESSEE News

Price 75 Cents



94th Year, Number 271

## Haslam says 'Educate and Grow' could go statewide

■ **'Educate and Grow'** scholarship program allows every high school graduate who



HASLAM

standards to attend four

The program, funded by city and county taxpayers, allows every high school graduate who meets entrance requirements and minimum academic standards to attend four

## Education a family affair for Church Hill foursome

■ **'As long as** you're willing to learn, you will learn here.'

— Troy Christian

By RICK WAGNER  
rwagner@timesnews.net

KINGSPORT — When it comes to the Kingsport Center for Higher Education, the Christian family of Church Hill is keeping it all in the family.

Dad Troy Christian, mom Teresa,



and professors and among students.

"They're really here to help us learn," Teresa said of the professors, including her anatomy professor, whom she talked with as he came through a hall at the center during the family's recent interview. "You're about get to know everybody in your classroom by the end of the semester on a personal level."

Of the Christians:

• Troy has worked at Domtar for about four years. About three years



# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- Recruit people (educated with income)
  - Retail amenities
  - Accessibility (airport)
  - Quality of life amenities
  - Commitment to education
- **Small business & entrepreneurs**
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001

More than 75% of workforce in establishments with <9 employees



[Home](#) [About Us](#) [Events](#) [Partners](#) [News](#) [Join](#)



2010	Count	%
1-4 Employees	1,381	56.4%
5-9 Employees	472	19.3%
10-19 Employees	290	11.8%
20-49 Employees	181	7.4%
50-99 Employees	75	3.1%
100-249 Employees	36	1.5%
250-499 Employees	8	0.3%
500-999 Employees	3	0.1%
1,000+ Employees	4	0.2%



[CNNMoney.com](#) > [Small Business](#) > [Best Places to Launch](#)

## BEST PLACES TO LAUNCH

The best metro areas for small business startups

2009 ▼

Full List

Near You

Find Loans

Business Climate

Costs

Fastest small business growth

Educated workers

Low crime

High income

Growing economy

### Fastest small business growth

In these metro areas, the number of small businesses – companies with fewer than 50 employees – grew fast from 2004-2007.

FASTEST GROWTH

SLOWEST GROWTH

Rank	Metro area	Small business growth rate	# of small businesses (1-49 employees)
1	Kingsport, TN	43.7%	6,087
2	St. George, UT	29.8%	4,224
3	Provo, UT	23.0%	10,525
4	Bend, OR	22.6%	6,554
5	Palm Coast, FL	22.4%	1,888

### Best Places Winners


[Show: All 50](#) | [Top Large Places](#) | [Top Midsize](#) | [Top Small](#)

### Top 25 Lists

[Small business growth](#)
[College-educated workers](#)


### Find your law

Do you prefer a place is:

The factors that matter most to me are:

☐ Affordable wage

☐ Educated workers

☐ Low crime

# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
  - Recruit people (educated with income)
    - Retail amenities
    - Accessibility (airport)
    - Quality of life amenities
    - Commitment to education
- Small business & entrepreneurs
- **Leisure/hospitality/sports tourism**
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001





**I-26 Gateway**  
Leisure, Hospitality, Professional, Medical



**\$127,645,200 in  
spin-off private  
taxable investments**

(1998-2011 Sullivan Co Public Tax Records)



**The 1 year increase from 2008-2009 (\$22,576,400)  
was greater than the total property value in 1998**



# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
  - Recruit people (educated with income)
    - Retail amenities
    - Accessibility (airport)
    - Quality of life amenities
    - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- **Redevelopment / TIF / PILOT**
  - Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001

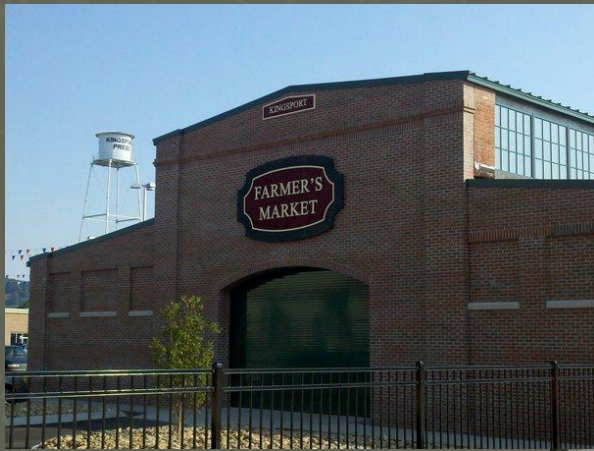


# Downtown Kingsport Renaissance

\$114.9 million appraised value

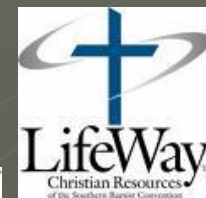
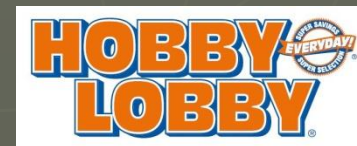
\$41.7 million in private taxable  
investment (1998-2011)

Excluding churches, hospital,  
higher education (an additional  
\$129,000,000)





Since 2005, all of these  
have located on a  
**redeveloped** site



# Where We Were

## The 1999 Economic Summit

### Six Major Non-Traditional Economic Development Initiatives

- Higher Education (Educate & Grow)
- **Recruit people (educated with income)**
  - Retail amenities
  - Accessibility (airport)
  - Quality of life amenities
  - Commitment to education
- Small business & entrepreneurs
- Leisure/hospitality/sports tourism
- Redevelopment / TIF / PILOT
- Public arts, sculpture, music, cultural amenities



Broad Street Redevelopment  
Concept Plan 2001





OFFICIAL RELOCATION GUIDE

THE FACTS

CAREERS

FAMILIES

HOMES

ACTIVITIES

What Are You Looking For?

SEARCH

[CONTACT US](#) - or - Call 423-392-



MEET OUR NEIGHBORS - Select an image and we'll introduce you to some of those who call Kingsport their new home.

2008 Best Walking City

- Walk Magazine



**A community like no other  
... and we'll prove it!**

Sign the Guestbook and we'll get started to help you [FIND A JOB](#), [FIND A HOME](#) and discover a new life in Tennessee's bright spot.

**Get Started Now**



## Tennessee's Bright Spot

Offering a dynamic combination of pristine beauty and cutting-edge technology, the city of Kingsport is a beacon of hospitality in an

## Kingsport Just For You...

Select a preference below for custom information related to your interests in our community. It's Kingsport just for you...

## Top Destinations - Must See

### Ride The Bus!

It's almost as good as being there yourself. Ride the Downtown Kingsport Tour Bus with Chad



## 8<sup>th</sup> Best Place for Starting Over June 2011

- ▶ The Tri-Cities region of northeastern Tennessee and southwestern Virginia, in the Blue Ridge Mountains, was the birthplace of the country's earliest country-music recordings.
- ▶ Today, the area takes a back seat to Nashville, Tenn., in the music arena, but it is home to a number of large employers, including thriving Eastman Chemical Co., paper maker Domtar Corp. and the Holston Army Ammunition Plant.
- ▶ Kingsport also is making some bold moves to boost its economic fortunes by harnessing the education of its residents. The city won accolades from both the National League of Cities and Harvard University for its city scholarship program, which pays for up to four semesters at Northeast State Community College for city high-school graduates.

## SPECIAL REPORT 100 BEST PLACES TO WORK IN IT 2011

## Employer Profile

NO. 55

## Eastman Chemical Co.

Kingsport, Tenn. [South Atlantic]

<http://www.eastman.com><http://www.eastman.com/Company/Careers/>

## Why You Want to Work There

The newest employees at this chemical firm in Kingsport, Tenn., go through a formal yet flexible onboarding program. The employee's entire workgroup is involved, and the new hire is also paired with a mentor. As part of the development process, employees can work in various areas of the organization to build their experience, and interested employees are also given opportunities outside of IT, in areas such as manufacturing, to enhance their skills. An IT Development Club gives newer employees a better understanding of the organization, helps them identify career opportunities and network with others to develop business relationships. The club hosts informational speakers -- usually top IT leaders -- and social events where employees can enjoy activities such as bowling or hiking. **Fluid schedules** Flexible or alternate work arrangements include standard workweeks compressed into fewer than five eight-hour days. Many employees choose to work four nine-hour days and one four-hour day. The company also caters to diverse interests through clubs such as the Eastman Professional Development Club, International Club and various recreation clubs. An annual merit review process awards pay increases based on individual performance and an employee/team recognition directly links rewards and recognition to short-term employee contributions to business objectives.

Rank by company size

Medium, No. 15

## EMPLOYEE STATISTICS

Total employees

8,633

Total IT employees

320



- View the
- View and ranking
- In the No
- Employee for training
- 29,000 IT say
- Tell us al to work!

with





### **Waconia, Minnesota**

Only 30 minutes west of the Twin Cities, and it boasts an outdoor playground of natural beauty...plus a community indoor water park. The town is an especially friendly place to build a primary care practice in or near Minneapolis/St. Paul, then come home to this cozy settlement of 9,000 on the shores of Lake Waconia.



**Medical  
Economics®**  
SMARTER BUSINESS. BETTER PATIENT CARE.

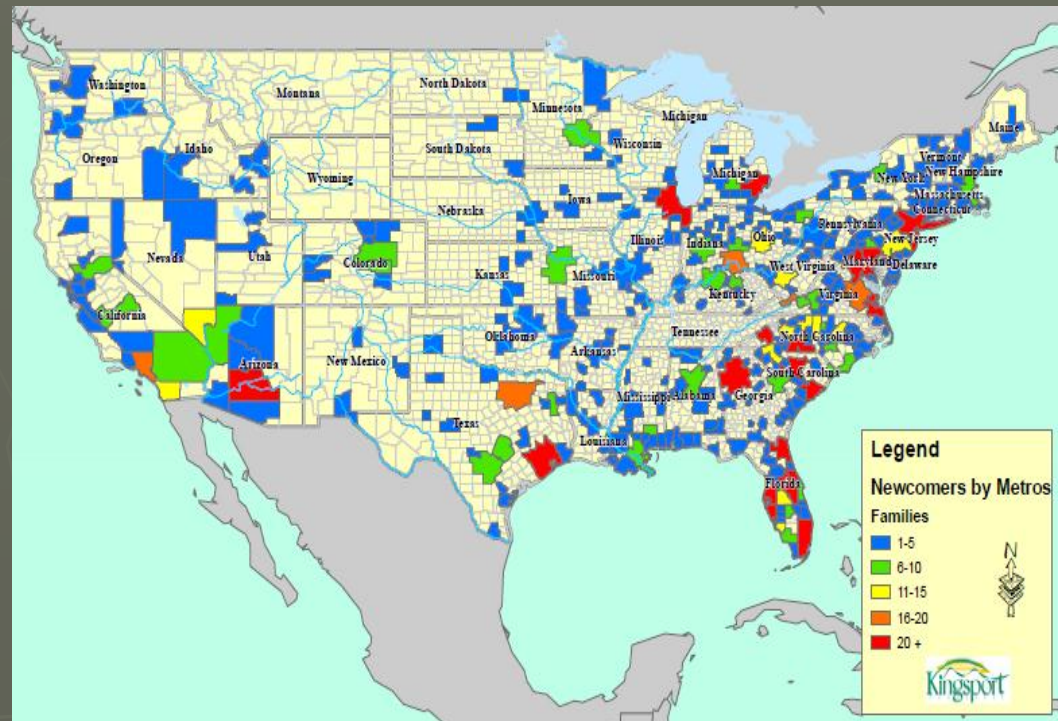
### **Kingsport, Tennessee**

Recently named one of the best cities to practice medicine in America by Medical Economics Magazine:

# Top Metros Moving to Kingsport FY06-FY12

1	Tampa Bay, FL
2	Washington, DC-VA-MD-WV
3	Atlanta, GA
4	Miami-Ft Lauderdale, FL
5	New York-Northern NJ
6	Asheville, NC
7	Charlotte, NC-SC
8	Orlando, FL
9	Virginia Beach-Norfolk, VA-NC
10	Deltona-Daytona, FL
11	Detroit, MI
12	Chicago, IL-IN-WI
13	Houston, TX
14	Baltimore, MD
15	Charleston, SC
16	Phoenix, AZ
17	Jacksonville, FL
18	Sarasota-Bradenton, FL
19	Columbia, SC
20	Dallas-Fort Worth, TX

2,591 families from 49 states  
& DC moved to Kingsport



# Buxton analysis of in-migrants to Kingsport

## Primary:

Young and ethnically diverse singles living comfortable lifestyles.

## Secondary:

Mature singles and couples living in middle-class urban neighborhoods.

## Tertiary

Upscale, college educated boomer families and couples living in comfortable, single detached homes in city neighborhoods.



# Buxton analysis of in-migrants

In-migrants from >35 miles away are more likely to be younger, higher income, and live in higher-end housing.

## Demographic

- 35% more likely to have children 0-3
- 49% more likely to have children 4-6
- 60% more likely to have a head of household 35-54



## Income

- 170% more likely to have an income \$150,000-\$174,999
- 93% more likely to have an income \$175,000-\$199,999
- 174% more likely to have an income \$200,000-\$249,999
- 48% more likely to have an income \$250,000+



## Housing

- 171% more likely to live in a home valued \$300,000-\$349,999
- 228% more likely to live in a home valued \$400,000-\$449,999
- 47% more likely to live in a home valued \$450,000-\$499,999

# 5-Year House Price Appreciation

Source: FHFA.gov 1<sup>st</sup> Quarter 2012 (released May 23, 2012)

**+0.49% Kingsport-Bristol, TN-VA**

-0.18% Lexington, KY

-1.14% Greenville-Mauldin-Easley, SC

-2.79% Knoxville, TN

-3.57% Spartanburg, SC

-3.92% Columbia, SC

-3.92% Raleigh-Cary, NC

-4.29% Chattanooga, TN

-4.78% Nashville-Murfreesboro-Franklin, TN

-6.95% Roanoke, VA

-8.60% Asheville, NC

-8.90% Charlotte-Gastonia-Rock Hill, NC-SC

-17.29% Charleston-North Charleston, SC

-21.70% Washington, DC-VA-MD-WV

-31.50% Atlanta-Sandy Springs-Marietta, GA

-39.77% Tampa-St Petersburg-Clearwater, FL

-21.93% Chicago-Joliet-Naperville, IL

-60.04% Las Vegas-Paradise, NV

# Jobs

updated April 2012 (BLS.gov)

**7.0% = Kingsport-Bristol, TN-VA**

7.5% = Asheville, NC

7.0% = Greenville-Mauldin-Easley, SC

8.2% = Anderson, SC

8.6% = Spartanburg, SC

7.5% = Columbia, SC

9.9% = Sumter, SC

9.4% = Florence, SC

9.5% = Myrtle Beach, SC

7.1% = Charleston-North Charleston, SC

8.4% = Savannah, GA

9.7% = Brunswick, GA

7.9% = Jacksonville, FL

11.6% = Palm Coast, FL

8.6% = Deltona-Daytona, FL

8.2% = Orlando-Kissimmee-Sanford, FL

9.0% = Palm Bay-Melbourne-Titusville, FL

CITY OF KINGSPORT	2007	2011	2012
Unemployment Rate	5.1%	8.8%	7.3%
Population	44,758	48,205	50,851
Labor Force	19,040	19,780	20,540
Employed	18,070	18,050	19,040
Unemployed	970	1,740	1,490

Lowest County Unemployment Rates			Highest County Unemployment Rates		
Rank	County	Apr. pre. Rate (%)	Rank	County	Apr. pre. Rate (%)
1	Williamson Co.	5.3	95	Scott Co.	15.4
2	Lincoln Co.	5.5	94	Obion Co.	12.7
3	Knox Co.	5.8	93	Pickett Co.	12.1
4	Loudon Co.	6.2	92	Lauderdale Co.	11.9
5	Blount Co.	6.3	91	Perry Co.	11.6
6	Wilson Co.	6.3	90	Marshall Co.	11.2
7	Washington Co.	6.4	89	Hancock Co.	10.9
8	Sullivan Co.	6.4	88	Weakley Co.	10.9
9	Davidson Co.	6.5	87	Haywood Co.	10.8
10	Sumner Co.	6.6	86	Lawrence Co.	10.6



## Employment in Kingsport, TN-VA MSA

	January 1990	% of All Jobs	April, 2011	% of All Jobs	Change (Jan 1990- Apr 2012)	
Trade, Transportation and Utilities	22,900	21.60%	24,300	20.39%	1,400	
Manufacturing	36,300	34.25%	22,000	18.46%	-14,300	
Education and Health Services	10,000	9.43%	19,500	16.36%	9,500	
Government	12,600	11.89%	14,800	12.42%	2,200	
Leisure and Hospitality	6,500	6.13%	11,700	9.82%	5,200	
Professional and Business Services	6,200	5.85%	9,900	8.31%	3,700	
Mining, Logging, Construction	3,100	2.92%	7,600	6.38%	4,500	
Financial	3,100	2.92%	3,600	3.02%	500	
Other Services	3,400	3.21%	3,900	3.27%	500	
Information	1,900	1.79%	1,900	1.59%	0	
<b>TOTAL</b>	<b>106,000</b>	<b>100.00%</b>	<b>119,200</b>	<b>100.00%</b>	<b>13,200</b>	<b>&lt;= Net New Jobs</b>

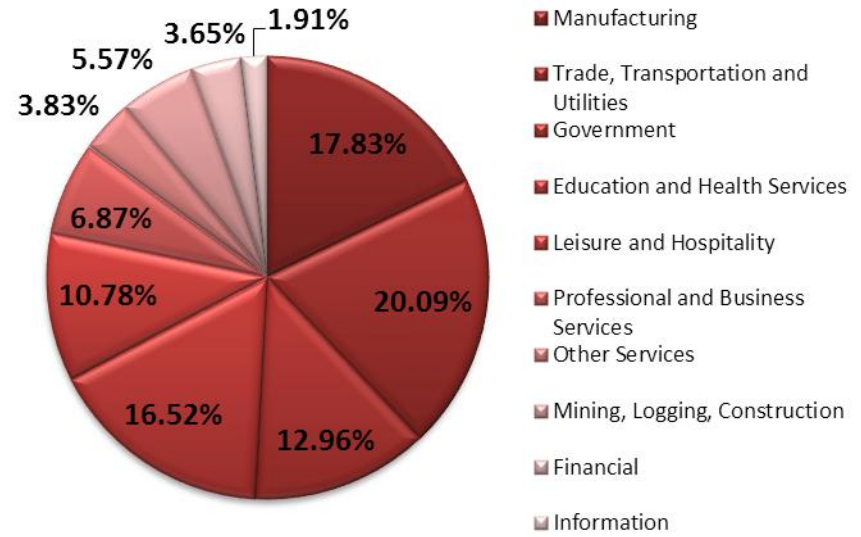
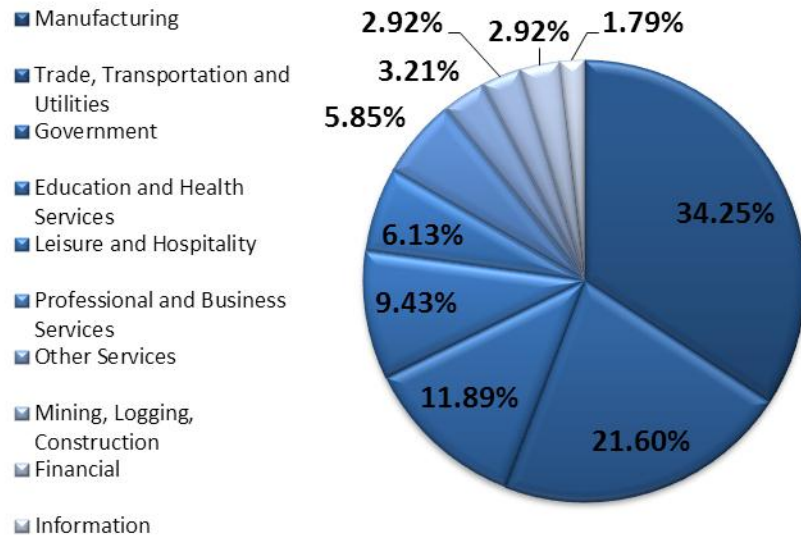
Source: [http://www.bls.gov/eag/eag.tn\\_kingsport\\_msa.htm](http://www.bls.gov/eag/eag.tn_kingsport_msa.htm)

1-Apr-12

# DIVERSIFICATION

## 13,200 Net New Jobs

### Employment in Kingsport MSA



# Leadership

**“When people ask, ‘How did you do it?’ ...we did t.”**

Mayor Dennis Phillips,  
Kingsport

**“A community’s progress should be measured in quarter centuries, not quarters”**

Keith Wilson, Publisher  
Kingsport Times-News

## Tri-Cities regains jobs lost in Great Recession

■ **Among the** region’s cities, Kingsport gained the most jobs and posted the lowest unemployment rate in the fourth quarter.

By SHARON CASKEY HAYES  
shayes@timesnews.net



HIPPLE

According to the latest labor market report issued Wednesday by ETSU, the Tri-Cities metropolitan area gained 4,684 jobs in the fourth

**“If you don’t continually plant acorns, you’ll have a future season without oak trees”**

Miles Burdine, Kingsport  
Chamber CEO

**“We must have a series of sustained successes”**

Mayor Jeanette Blazier,  
Kingsport

**“We’re the 30 year overnight success story”**

Mayor Knox White,  
Greenville, SC

**But it all begins with an educated workforce....**



**Bill Locke**  
**President Emeritus**  
Northeast State Community College

**I need 20 million dollars! Any takers?**

- **Regional Center for Applied Technology (RCAT)**
- **Regional Center for Health Professions (RCHP)**
- **Kingsport Center for Higher Education (KCHE)**
- **Pal Barger Regional Center for Automotive Technology**

**John Campbell**

**City Manager**  
City of Kingsport

**Just how much did it cost?**  
**How did we pay for it?**

The background of the slide is a dark gray. On the left side, there is a faint, light gray graphic of a compass rose with a needle pointing towards the bottom left. The compass rose has markings for North (N), South (S), East (E), and West (W). To the right of the compass rose, there is a faint, light gray topographic map showing various landmasses and water bodies. The map is oriented with North at the top.

# **Morris Baker**

**Director of Grants & Government Relations**  
City of Kingsport

**How big a bang for  
our buck?**





How far we've come  
in 10 years



Net Change in Number of City Residents 25 years and over	% Change in Number of City Residents 25 years and over
2,441	7.6%
-1,055	-29.9%
-795	-19.9%
2,091	22.5%
452	7.6%
836	49.9%
583	12.2%
328	11.8%

***City of Kingsport, Tennessee***

	2000 Census	% of City Population 25 years and over	2010 ACS 5-Yr	% of City Population 25 years and over
<b>EDUCATIONAL ATTAINMENT</b>				
<b>Population 25 years and over</b>	<b>31,971</b>	<b>100%</b>	<b>34,412</b>	<b>100%</b>
Less than 9th grade	3,533	11.1%	2,478	7.2%
9th to 12th grade, no diploma	3,995	12.5%	3,200	9.3%
High school graduate (includes equivalency)	9,299	29.1%	11,390	33.1%
Some college, no degree	5,914	18.5%	6,366	18.5%
Associate's degree	1,676	5.2%	2,512	7.3%
Bachelor's degree	4,785	15.0%	5,368	15.6%
Graduate or professional degree	2,769	8.7%	3,097	9.0%

\*Source: 2000 Census and 2006-2010 American Community Survey

<b>Then and Now</b>	1999 Summit	2010 ACS 5-Yr
College degree or higher	18%	32%
Median age	42.3	43.7
Over 65	21%	20%
Median Family Income	\$30,279	\$51,826

## But we still have more to do

	City of Kingsport	Sullivan County	Hawkins County	State of Tennessee	United States
• Less than 9th grade	7.2%	7.4%	10.8%	6.8%	6.2%
• 9th to 12th grade, no diploma	9.3%	10.6%	11.1%	10.7%	8.7%
• High school graduate (includes equivalency)	33.1%	34.0%	40.5%	33.4%	29.0%
• Some college, no degree	18.5%	20.5%	19.7%	20.4%	20.6%
• Associate's degree	7.3%	7.6%	5.5%	6.0%	7.5%
• Bachelor's degree	15.6%	13.0%	8.4%	14.7%	17.6%
• Graduate or professional degree	9.0%	7.0%	4.0%	8.0%	10.3%



**Jeff McCord**  
**Vice President**  
Northeast State at Kingsport

**I have a new job...**  
**Now what?**

